

# **Administrative and Educational Support Report**

**Office of Research Administration**

**Annual Action Plan  
Annual Assessment Report**

**June 2006 – May 2007**



**Annual Action Plan: June 1, 2006–May 31, 2007**

**Unit:** Research Administration

**UTPA Mission:** The University of Texas-Pan American (UTPA) serves the higher education needs of a rapidly growing, international, multicultural population in the South Texas Region. The University preserves, transmits and creates knowledge to serve the cultural, civic, and economic advancement of the region and the state. The University provides students advanced instruction in academic programs offered through innovative delivery systems that lead to professional certification, and baccalaureate, master’s and doctoral degrees. Through teaching, research, creative activity and public service, UTPA prepares students for lifelong learning and leadership roles in the state, nation and world community.

**Division:** Academic Affairs     **Unit Head:** Wendy Lawrence-Fowler

**Unit Mission:** The Office of the Associate Vice President for Research facilitates and expands scholarship, research, technology transfer, and economic development by providing leadership, resources, coordination, oversight and innovation.

**UTPA Goal:** Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

**Academic Affairs Objective:** Foster intramural and extramural collaborative research partnerships.

**College/AVP Objective:** Foster intramural and extramural collaborative research partnerships.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Increase the number of collaborative proposals across departments. (1)	Use research expertise database to foster collaboration.  Track participation in proposals with multiple investigators across departments	Increase in collaborative proposals across departments: <ul style="list-style-type: none"> <li>• Collaborative proposals submitted.</li> <li>• Research cohorts formed from searches on database.</li> </ul>	Track participation in proposals with multiple investigators – An increase in the number of collaborative proposals, research cohorts and awards as compared to baseline data in 2004 of 16	Improved tracking system for proposals.

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
		<ul style="list-style-type: none"> <li>Awards.</li> </ul>	across departments.	
Increase the number of collaborative proposals across colleges. (2)	<p>Use research expertise database to foster collaboration.</p> <p>Track participation in proposals with multiple investigators</p>	<p>Demonstrate an increase in the number collaborations across colleges:</p> <ul style="list-style-type: none"> <li>Collaborative proposals submitted.</li> <li>Research cohorts formed from searches on database.</li> <li>Awards.</li> </ul>	Track participation in proposals with multiple investigators– Increased number of collaborative proposals, research cohorts and awards across colleges as compared to baseline data in 2004 of 12 across colleges and divisions.	Improved tracking system for proposals.
Increase the number of collaborative proposals with other institutions. (3)	<p>Use research expertise database to foster collaboration.</p> <p>Track participation in proposals with multiple investigators</p>	<p>Demonstrate an increase in the number collaborations with other institutions:</p> <ul style="list-style-type: none"> <li>Collaborative proposals submitted.</li> <li>Research cohorts formed from searches on database.</li> <li>Awards.</li> </ul>	Track participation in proposals with multiple investigators– Increased number of collaborative proposals, research cohorts and awards with other institutions as compared to baseline data in 2004 of 24 inter-institutional awards.	Improved tracking system for proposals.

**UTPA Goal:** Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

**Academic Affairs Objective:** Establish a research environment that is student-learner centered.

**College/AVP Objective:** Encourage student participation in research activities.

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Engage undergraduate students in research. (4)	<p>Encourage inclusion of support for undergraduate students in requests for external funding.</p> <p>Establish tracking system for proposals that include support for undergraduate students to engage in research.</p>	<p>Determine baseline data for FY 07 for:</p> <ul style="list-style-type: none"> <li>• Proposals including requests for undergraduate students-support for research participation.</li> <li>• Awards including funding for undergraduate student support for research participation.</li> <li>• Number of Undergraduate students for which support has been requested.</li> <li>• Number of Undergraduate students for which support is awarded (this is not the actual number supported – just what is awarded).</li> <li>• Amount of funding requested for undergraduate students</li> <li>• Amount of funding awarded for</li> </ul>	<p>Extract and track the requests and awards (# and \$) from proposal and contract documents.</p> <p>Determine baseline data for FY 07 by May 31, 2007 for:</p>	<p>Technical expertise would be nice to design and nice logging system.</p>

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
		undergraduate students		
Increase the number of graduate students engaged in research. (5)		Determine baseline data for FY 07 for: <ul style="list-style-type: none"> <li>• Proposals including requests for graduate students-support for research participation.</li> <li>• Awards including funding for graduate student support for research participation.</li> <li>• Number of Graduate Students for which support has been requested.</li> <li>• Number of Graduate Students for which support is awarded (this is not the actual number supported – just what is awarded).</li> <li>• Amount of funding requested for graduate students</li> <li>• Amount of funding awarded for graduate students</li> </ul>	Extract and track the requests and awards (# and \$) from proposal and contract documents. Determine baseline data for FY 07 by September 5, 2007.	Technical expertise would be nice to design and nice logging system.

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**UTPA Goal:** Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

**Academic Affairs Objective:** Provide support for the improvement of the research infrastructure.

**College/AVP Objective:** Enhance the infrastructure and services of Research Administration.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
To address gaps in required function defined in a spring 2006 research infrastructure study of Office of Research and Sponsored Program and Grants and Contracts. (6)	Follow through on gap analysis, identifying gaps and transfer of function, Request resources to fill gaps  Develop plan to fill prioritized gaps	Development of plan for Acquisition of resources to fill prioritized gaps – two positions in ORSP/Research Administration.	Complete audit of plan implementation by August 15, 2007.	Need two positions: a contract specialist and project management specialist (focusing first on time and effort management and reporting).
Support the improvement of processes in subunits. (7)	<ul style="list-style-type: none"> <li>Require directors to analysis current business processes for value add and value detractor activities for large impact processes.</li> <li>Seek input from stakeholders (customers).</li> </ul>	<ul style="list-style-type: none"> <li>Implement Proposed revisions to business process flow.</li> </ul>	<ul style="list-style-type: none"> <li>Revisions to process flow completed by May 31, 2007.</li> <li>Compare process flow for changes.</li> </ul>	<ul style="list-style-type: none"> <li>External process evaluation consultant to assure unbiased analysis.</li> <li>May result in request for additional support personnel.</li> </ul>

**UTPA Goal:** Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

**Academic Affairs Objective:** Establish a framework for external support of research and entrepreneurial activities.

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**College/AVP Objective:**

Establish training, policies and procedures, evaluation and review to support the growth of the research endeavor.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Increase number of faculty with formal training in Responsible Conduct of Research. (8)	Release online training modules in the responsible conduct of research.	Train faculty on Time and Effort Reporting Procedures.  Educate full time professional staff about RCR training.	98% of individuals with funding prior to December 1, 2006 will have completed training on Time and Effort Reporting  100% of full time FTE/professional staff will be informed of RCR training	Technical support for final review and loading of training modules.
Review current policy to remove procedural components. (9)	Use a team of stakeholders to review policy and revise as appropriate to meet federal, state, and local regulations.	<ul style="list-style-type: none"> <li>• Policies identified and reviewed.</li> <li>• Required policy revisions completed.</li> </ul>	Audit of process. 100 % of HOP policies identified 100 % of HOP revisions in process; 25% of which completed on campus review and approval	None.
Develop policy for areas concerning effort reporting. (10)	Create ad hoc committee to review UT System Business Procedures Memorandum 78 and draft appropriate policies that meet federal, state, and local regulations.	Required new policies completed and implemented.	Audit of the process and implementation. 100% of identified processes in process; 50% completed through all levels of campus review and approval	None.
Delegate education in grant writing, project management, and technology transfer to appropriate sub-units. (11)	<ul style="list-style-type: none"> <li>• Meet with Deans, Chairs and Faculty to determine areas of greatest need.</li> <li>• Work with directors to</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of need.</li> <li>• Publish education agendas in each of the areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Needs identified by May 31, 2007.</li> <li>• Publication of the educational agendas by May 31, 2007.</li> <li>• Audit of implementation</li> </ul>	Some administrative assistance in support of activities.

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	establish educational agendas	<ul style="list-style-type: none"> <li>Implementation of the agendas.</li> </ul>	showing # of participants by May 31, 2007.	

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**College/AVP Objective:** Establish National recognition as a student oriented, public research institution with respect to UTPA; Marketing positioning - Perception of stakeholders.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Establish National recognition as a student oriented, public research institution with respect to UTPA; Marketing positioning - Perception of stakeholders. (12)	Create research oriented promotional materials for colleges and the University.	Create research orientated publications.	Publish one research oriented publication by May 31, 2007.	Publication costs.
	Host collaborative meetings with agency representatives on UTPA campus including students and highlighting student research	<ul style="list-style-type: none"> <li>Host two collaborative meetings with agency representatives and faculty</li> </ul> <p>Facilitate the submission of collaborative proposals.</p>	<ul style="list-style-type: none"> <li>Two collaborative meetings with agency representatives and faculty will be held by May 31, 2007.</li> <li>Track proposal development, one</li> </ul>	Funds to host meetings.

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			collaborative proposal produced after meetings with agency and faculty (see first objective in plan)	
	Participate in national research conferences.	Provide opportunities for contacts with possible outside collaborators, funding agencies through  Attendance at conferences by: <ul style="list-style-type: none"> <li>▪ ORSP,OIIP, and RA staff</li> <li>• Faculty;</li> <li>• Other research related personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Log follow-up on contacts and opportunities discovered at meetings. # of proposals generated as direct result of meeting attendance</li> <li>• Provide summary to serve as baseline for subsequent decisions on participation levels</li> </ul>	Travel funds.
	Establish a knowledge and expertise web based database for managing intellectual assets.	<ul style="list-style-type: none"> <li>• Database launch.</li> <li>• % of faculty with updated profiles in the database.</li> </ul>	Database launched by December 31, 2006. Track number of hits and inquires based on website visitation. will provide test data to further plan use of website as marketing tool-  50% of faculty will have updated profiles by May 31, 2007	Technical expertise in programming would be helpful.
	Create new website for	Web site launched	Website launched by May	Technical expertise in

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	Research Administration to promote UTPA capabilities		31, 2007. Track number of hits and inquires based on website visitation.	programming would be helpful.
	Provide research related stories for public access.	<ul style="list-style-type: none"> <li>• Provide Stories</li> <li>• Stories actually distributed through radio, TV, web and print.</li> </ul>	Log the stories and distribution, Two research related stories distributed through radio, TV, web or print media by May 31, 2007.  Create repository of stories by May 31, 2007.	None.



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Increase the number of collaborative proposals across departments. (1)	Increase in collaborative proposals across departments: <ul style="list-style-type: none"> <li>• Collaborative proposals submitted.</li> <li>• Research cohorts formed from searches</li> </ul>	Track participation in proposals with multiple investigators – An increase in the number of collaborative proposals, research cohorts and awards as compared to	52% of proposal submitted involved more than one investigator and/or more than one institution  20 new awards involved more than one department	✓ Created temporary tracking system pending electronic routing system  ✓ Refocus on establishing and supporting collaborations rather

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	on database. • Awards.	baseline data in 2004 of 16 across departments.	or were in collaboration with other universities	than counting until appropriate tracking system available – ROI is small at present
Increase the number of collaborative proposals across colleges. (2)	Demonstrate an increase in the number collaborations across colleges: • Collaborative proposals submitted. • Research cohorts formed from searches on database. • Awards.	Track participation in proposals with multiple investigators– Increased number of collaborative proposals, research cohorts and awards across colleges as compared to baseline data in 2004 of 12 across colleges and divisions.	4 new cross college awards received	√ See above
Increase the number of collaborative proposals with other institutions. (3)	Demonstrate an increase in the number collaborations with other institutions: • Collaborative proposals submitted. • Research cohorts formed from searches on database. • Awards.	Track participation in proposals with multiple investigators– Increased number of collaborative proposals, research cohorts and awards with other institutions as compared to baseline data in 2004 of 24 inter-institutional awards.	15 new awards involved two or more IHEs	√ See above

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Engage undergraduate students in research. (4)	<p>Determine baseline data for FY 07 for:</p> <ul style="list-style-type: none"> <li>Proposals including requests for undergraduate students-support for research participation.</li> <li>Awards including funding for undergraduate student support for research participation.</li> <li>Number of Undergraduate students for which support has been requested.</li> <li>Number of Undergraduate students for which support is awarded (this is not the actual number supported – just what is awarded).</li> <li>Amount of funding requested for undergraduate</li> </ul>	<p>Extract and track the requests and awards (# and \$) from proposal and contract documents. Determine baseline data for FY 07 by May 31, 2007 for:</p>	<p>~ 70% of proposal submitted included funding requests for Undergraduate students</p> <p>8 high school students were funded in research programs using external funds</p> <p>Effort certification reports could feasibly used to generate actual expenditures for funded participation – this was not done</p> <p>Typical funding requests vary between \$1500 to \$3000 per semester</p>	<p>Tracking of students participation is extremely time consuming; After extracting data for better part of Fy07, determined that the ROI is minimal if existent. Was able to determine that most faculty were interested in including students in their research programs; those who had not given it a thought were often amenable to the idea</p> <p>Determined more efficient use of time involves ORSP working with investigators, encouraging the inclusion of UG and Grad students and Post-docs during the budget development time</p> <p>Will encourage expansion of post-docs on campus</p> <p>Identify opportunities to</p>

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	<p>students</p> <ul style="list-style-type: none"> <li>Amount of funding awarded for undergraduate students</li> </ul>			<p>support students and post-doc funding</p> <p>Will look for best practices through organizations fostering the integration of Undergraduates in Research</p>
<p>Increase the number of graduate students engaged in research. (5)</p>	<p>Determine baseline data for FY 07 for:</p> <ul style="list-style-type: none"> <li>Proposals including requests for graduate students-support for research participation.</li> <li>Awards including funding for graduate student support for research participation.</li> <li>Number of Graduate Students for which support has been requested.</li> <li>Number of Graduate Students for which support is awarded (this is not the actual number supported – just what is awarded).</li> </ul>	<p>Extract and track the requests and awards (# and \$) from proposal and contract documents. Determine baseline data for FY 07 by September 5, 2007.</p>	<p>In a sample of 20 proposals, funding was requested to support 17 graduate students</p> <p>Funding requests range from \$2500 to \$10,000 per semester</p> <p>A report was not completed to determine actual expenditures associated with funded graduate student involvement in research</p> <p>2 additional post-doc positions funded</p>	<p>After extracting data for better part of Fy07, determined that the ROI is minimal if existent. Was able to determine that most faculty were interested in including students in their research programs; those who had not given it a thought were often amenable to the idea</p> <p>Determined more efficient use of time involves ORSP working with investigators, encouraging the inclusion of UG and Grad students and Post-docs during the budget development time</p> <p>Will encourage</p>

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	<ul style="list-style-type: none"> <li>Amount of funding requested for graduate students</li> <li>Amount of funding awarded for graduate students</li> </ul>			expansion of post-docs on campus Identify opportunities to support students and post-doc funding

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To address gaps in required function defined in a spring 2006 research infrastructure study of Office of Research and Sponsored Program and Grants and Contracts. (6)	Development of plan for Acquisition of resources to fill prioritized gaps – two positions in ORSP/Research Administration.	Complete audit of plan implementation by August 15, 2007.	All of the paper work including creation and classification of the time and effort certification specialist was completed (position provided out of cycle by president in August 06)  Funding requests made for 2 FTE positions to fill service gaps	Hired Time and Effort certification Specialist to handle the Certification Process

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Support the improvement of processes in subunits. (7)	<ul style="list-style-type: none"> <li>Implement Proposed revisions to business process flow.</li> </ul>	<ul style="list-style-type: none"> <li>Revisions to process flow completed by May 31, 2007.</li> <li>Compare process flow for changes.</li> </ul>	Time and Effort certification Process was modified: First attempt was made to integrate with new Financial reporting System; when development instance did not work in production, developed work around process which involves the use of an Access database to generate reports from the Ad hoc transaction log	The process identified numerous problems with business processes associated with time and effort reporting. A team of stakeholders were engaged and modifications were made where possible and documentation of the errors, fixes (resolution) and open problems is maintained

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Increase number of faculty with formal training in Responsible Conduct of Research. (8)	<p>Train faculty on Time and Effort Reporting Procedures.</p> <p>Educate full time professional staff about RCR training.</p>	<p>98% of individuals with funding prior to December 1, 2006 will have completed training on Time and Effort Reporting</p> <p>100% of full time</p>	<p>Identified 158 PIs, Program directors and Staff in fall 2006.</p> <p>91 (57%) of these individuals received training</p>	<p>Delays in Training post training availability pushed release of training until December 2006.</p> <p>Determined that reporting in Training post was</p>

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		FTE/professional staff will be informed of RCR training	Identified an additional 235 individuals during the fall certification process  Discovered difficulty in accurately and efficiently tracking training in Training post	inadequate for needs so decision was made to transfer training to WebCT
Review current policy to remove procedural components. (9)	<ul style="list-style-type: none"> <li>• Policies identified and reviewed.</li> <li>• Required policy revisions completed.</li> </ul>	Audit of process. 100 % of HOP policies identified 100 % of HOP revisions in process; 25% of which completed on campus review and approval	Identified the following policies: Effort Certification, Cost transfer, Cost Sharing, Export control, Misconduct of Science, Faculty Workload, Sponsored Research	<ul style="list-style-type: none"> <li>√ Approved three new policies</li> <li>√ Modified 1 new policy</li> <li>√ Identified missing policy – prepared plan to address</li> </ul>
Develop policy for areas concerning effort reporting. (10)	Required new policies completed and implemented.	Audit of the process and implementation. 100% of identified processes in process; 50% completed through all levels of campus review and approval	A committee of stakeholders wrote three new policies dealing with : Effort Certification for Sponsored Projects 4.10.5; Cost Sharing 6.3.6 and Cost Transfer 6.3.6	<ul style="list-style-type: none"> <li>√ Policies were vetted across campus and approved by president's council in January 2007</li> <li>√ Policies are in draft form pending UT System approval</li> </ul>
Delegate education in grant writing, project management, and technology transfer to appropriate sub-units. (11)	<ul style="list-style-type: none"> <li>• Identification of need.</li> <li>• Publish education agendas in each of the areas.</li> <li>• Implementation of the agendas.</li> </ul>	<ul style="list-style-type: none"> <li>• Needs identified by May 31, 2007.</li> <li>• Publication of the educational agendas by May 31, 2007.</li> <li>• Audit of implementation showing # of participants by May 31, 2007.</li> </ul>	Training Schedules were developed for FY 07 by ORSP  Reviewed Sign-in Sheets provided by ORSP	<ul style="list-style-type: none"> <li>√ Requested development of FY 08 training schedule June 07</li> <li>√ Asked ORSP to work with other departments to develop comprehensive training program/offerings</li> <li>√ Coordinated training for new faculty with Provost Fellow in</li> </ul>

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				association with new New Faculty Support Program he developed

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Establish National recognition as a student oriented, public research institution with respect to UTPA; Marketing positioning - Perception of stakeholders. (12)	Create research orientated publications.	Publish one research oriented publication by May 31, 2007.	Completed draft of Research Publication for College of Science and Engineering  Completed Research Interests Brief for each college	√ Determined that cost and effectiveness of the research publication would not bring ROI so modified to provide easily modifiable research briefs  √ Decided to add briefs on research centers to the available briefing documents
	<ul style="list-style-type: none"> <li>Host two collaborative meetings with agency representatives and faculty</li> </ul>	<ul style="list-style-type: none"> <li>Two collaborative meetings with agency representatives and faculty will be held by May 31, 2007.</li> </ul>	In conjunction with Congressman's office hosted Departments of Education, Commerce and HUD	<ul style="list-style-type: none"> <li>√ Submitted 3 DOD / Air Force instrumentation proposals</li> <li>√ Submitted 1 NSF</li> </ul>

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	<ul style="list-style-type: none"> <li>Facilitate the submission of collaborative proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Track proposal development, one collaborative proposal produced after meetings with agency and faculty (see first objective in plan)</li> </ul>	<p>Off site agency representative meetings with DOD, Army, Navy, Air Force, NIH, NSF, Department of Energy</p>	<p>proposal</p> <ul style="list-style-type: none"> <li>✓ Preparing resubmission of NIH proposal</li> <li>✓ Partnered in an HSI collaborative funding request to Department of Energy</li> <li>✓ Considered hosting MSIRP Conference again in FY08 – did not commit</li> <li>✓ Sought travel funding in FY08 budget to support additional activities</li> </ul>
	<p>Provide opportunities for contacts with possible outside collaborators, funding agencies through</p> <p>Attendance at conferences by:</p> <ul style="list-style-type: none"> <li>ORSP, OIIP, and RA staff</li> <li>Faculty;</li> <li>Other research related personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Log follow-up on contacts and opportunities discovered at meetings. # of proposals generated as direct result of meeting attendance</li> <li>Provide summary to serve as baseline for subsequent decisions on participation levels</li> </ul>	<p>3 collaborative projects as direct result of meetings with ORSP, OIIP and RA staff</p> <p>Unable to track faculty but by word of mouth – at least five meetings as direct result of conversations at meetings resulting in work on collaborative proposal</p>	<ul style="list-style-type: none"> <li>✓ Working on marketing materials to better leverage meetings and exchange of information that will lead to new collaborations, partnerships and projects</li> </ul>

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
	<ul style="list-style-type: none"> <li>Database launch.</li> <li>% of faculty with updated profiles in the database.</li> </ul>	<p>Database launched by December 31, 2006.</p> <p>Track number of hits and inquires based on website visitation. will provide test data to further plan use of website as marketing tool-</p> <p>50% of faculty will have updated profiles by May 31, 2007</p>	<p>RSP database active as of Fall 2006</p> <p>No formal launch, however the URL is contained in marketing materials and contact information</p> <p>Actively directing external parties and faculty to use the database</p> <p>Tracking data pending implementation by IT</p>	<p>Expanded the content areas in RSP</p> <p>Have begun discussions with stakeholders on further uses of the Knowledge and Expertise Database</p>
	<p>Web site launched</p>	<p>Website launched by May 31, 2007.</p> <p>Track number of hits and inquires based on website visitation.</p>	<p>Pending completion of work and release by IT</p> <p>No site – no hits!</p>	<p>Acquired and installed Dreamweaver to generate materials for website</p>
	<ul style="list-style-type: none"> <li>Provide Stories</li> <li>Stories actually distributed through radio, TV, web and print.</li> </ul>	<p>Log the stories and distribution, Two research related stories distributed through radio, TV, web or print media by May 31, 2007.</p> <p>Create repository of stories by May 31, 2007.</p>	<p>Collected publications and news releases about UTPA Research (create repository)</p> <p>Articles on research published in Los Arcos (2), The Pan American, Monitor; 8+ press releases</p>	<p>Repository maintained by Director of OIIP for stories about UTPA Research</p>